Office of the Executive Council

Annual Report
2013-14

Newfoundland
Labrador

MESSAGE FROM THE PREMIER

I am pleased to present the Annual Report of the Office of the Executive Council (OEC) for the fiscal year ending March 31, 2014.

In keeping with the requirements of the *Transparency and Accountability Act*, OEC tabled an Activity Plan in June 2011 outlining its priorities for the fiscal years 2011-12 to 2013-14. This report details OEC's success in meeting the objectives for 2013-14, the third and final year of the 2011-14 planning cycle, as well as goals that account for the entire three years covered by the plan.

The goals and objectives outlined in that plan were developed with a view to creating a public service environment that is conducive to innovation in public sector management. The initiatives undertaken in the priority areas of public service excellence, evaluation, planning and coordination, and capacity enhancement supported the development of the skills, knowledge, tools and processes necessary to provide excellence in the delivery of services to the people of Newfoundland and Labrador.

I would like to acknowledge the hard work and dedication of all employees within the OEC, for their contributions to the achievements laid out in this report and to public service more broadly. This report was prepared under my direction in accordance with the *Transparency and Accountability Act* and as Premier I am accountable for the results reported.

Honourable Tom Marshall
Premier

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OVERVIEW

The Premier serves as the Minister of the Executive Council of the Government of Newfoundland and Labrador. As the Premier's department, the Office of the Executive Council (OEC), combined with the role of the Clerk of the Executive Council, plays a critical role in supporting the effective operation of government - including the Cabinet operations and public service.

The OEC's three key roles are: leadership, coordination, and the provision of advice and support. Many of the activities of the OEC focus on ensuring informed, effective decision-making and public sector management. These activities support the strategic priorities of government and ultimately contribute to the development and delivery of effective public services to the people of Newfoundland and Labrador.

For the purpose of this annual report, the OEC includes:

- the Office of the Clerk of the Executive Council and Cabinet Secretariat;
- the Lieutenant Governor's Establishment;
- the Policy Innovation and Accountability Office;
- the Communications Branch;
- the Protocol Office; and,
- the Financial Administration Division.

Other central agencies of the OEC, including the Human Resource Secretariat, the Labrador and Aboriginal Affairs Office, the Office of the Chief Information Officer, the Office of Climate Change and Energy Efficiency, the Office of Public Engagement, and the Women's Policy Office, that report to Ministers other than the Premier, prepare their own plans and reports in accordance with the *Transparency and Accountability Act*.

Staff and Expenditures

The OEC has a staff complement of 76 (52 female and 24 male) and expended approximately $10.7 million for the fiscal year ending March 31, 2014[1]. The details are as follows:

Central Agency	Staff Complement	2013-14 Expenditures
The Office of the Clerk of the Executive Council and Cabinet Secretariat[2]	42	$7,016,320
Lieutenant Governor's Establishment	10	$734,773
Communications Branch	13	$1,942,498
Financial Administration	11	$1,020,628
TOTAL	76	$10,714,219

MANDATE

The mandate of the OEC is derived from government direction and informed by legislation. It includes the following:

- Support the Premier and the work of Cabinet and its Committees;
    - Facilitate, coordinate and support the Cabinet decision-making process, formulate orders, and communicate decisions of Cabinet;

[1] Source for 2013-14 Expenditures: Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2014 (un-audited)

[2] Cabinet Secretariat includes the Protocol Office and the Policy Innovation and Accountability Office.

- Facilitate and coordinate advice and initiatives on matters related to economic policy, social policy, and government operations;
- Facilitate and coordinate performance-based planning and reporting throughout government and its public bodies; and,
- Facilitate and coordinate the Regulatory Reform Initiative and the Policy on Evaluation.

- Support the role of the Lieutenant Governor;
- Advise on protocol matters;
- Provide strategic communications, counsel and support to the Premier and Cabinet and coordinate government-wide communication activities; and,
- Provide leadership of the provincial public service to ensure that government has the policy, human resource, and management capacity it needs to develop and deliver effective policies and programs.

LINES OF BUSINESS

In fulfilling its mandate, the OEC provides the following lines of business:

1. Support to the Premier and Cabinet:

The OEC is the agency of the public service that provides support to the Premier's role of setting overall government policy, coordinating initiatives brought forward by ministers, and developing responses to government-level issues. The office is also the primary support for Cabinet and its Committees and provides for the effective and efficient operation of the Cabinet process. This role incorporates policy analysis, the preparation of briefing materials, the coordination and facilitation of Committee and Cabinet meetings, coordination of the legislative agenda, and the maintenance of Cabinet records. General operational support is also provided to the Office of the Premier.

2. On behalf of the Premier and Cabinet, the OEC also provides support and leadership to the public service through the following:

Planning and Coordination

The OEC ensures consistency in the application of government planning and coordination efforts as noted below:

Performance-based Planning and Reporting: The OEC leads and provides support and guidance to Provincial Government departments and public bodies in the development of multi-year performance-based plans and reports and reviews these documents to provide feedback on the degree to which they comply with the *Transparency and Accountability Act.* The OEC also provides support services to ministers and deputy ministers in the development and monitoring of deputy ministers' performance contracts.

Regulatory Reform: The OEC leads and provides support and guidance to Provincial Government departments and public bodies on the implementation of the Regulatory Reform Initiative. This includes tracking and maintaining the regulatory count, providing analyses of the regulatory impact of policy proposals, and providing support and advice on the development of Regulatory Improvement Plans and Regulatory Impact Analyses.

Policy on Evaluation: The OEC leads and provides support to Provincial Government departments on the implementation of the Policy on Evaluation. This includes assisting departments and agencies in the development of evaluation plans and accountability frameworks, as well as providing evaluation advice on new and existing initiatives.

Capacity Development

The OEC ensures that the public service has the capacity and readiness to implement the directions of government. This is carried out by providing leadership in priority areas as noted below:

Policy Capacity: The OEC actively contributes to government's capacity for better informed and coordinated policy advice to Cabinet and executive decision-makers. By establishing a professional standard for policy

development in government (the NL Policy Model – See Appendix A), strengthening a community of practice for policy practitioners through PolicyNL, and by facilitating ongoing networking and learning opportunities, the OEC is helping to enhance government's policy capacity and to encourage innovation which supports modern policy development and improved service delivery.

Recognition of Excellence: The Public Service Award of Excellence is a peer-nominated award and is presented annually by the Clerk of the Executive Council to employees of any department or central agency of government. It recognizes individuals and teams who have made outstanding contributions to the public service and is the highest honour an employee can receive from the Government of Newfoundland and Labrador. Recipients of the Public Service Award of Excellence are selected by a committee made up of persons who are familiar with, but outside of, the public service.

Executive Development: The OEC provides executive development to ensure that the public service maintains and develops executive capacity. Development includes, but is not limited to: Executive OnBoarding for new appointees to executive positions; learning plans; speaker series; and other learning and development activities and secondment opportunities in a variety of areas such as governance, planning and reporting, evaluation, and policy analysis.

Communications

The Communications Branch provides strategic communications counsel and support to the Premier, Cabinet and its Committees; manages corporate communications; co-ordinates communications activities across government; and manages government's corporate social media profile. Roles include developing communications and consultation policies and procedures; advising on communications and consultation planning; managing news release distribution services; overseeing government's web content standards; and providing multimedia communications support. Through management of the provincial brand strategy, the Branch also leads government's exhibition presence at local, national and international trade shows and helps to establish Newfoundland and Labrador as one of the world's most enviable places to live, work, and do business.

3. Support to Lieutenant Governor and Other Dignitaries

The OEC provides executive, administrative, and household support to the Lieutenant Governor, including the care and operations of Government House. It also advises government members and departments on official matters of provincial, national and international protocol and organizes state and ceremonial events. The OEC organizes itineraries for visiting diplomats, heads of state, senior government representatives and other visitors, and coordinates flag and regalia ceremonies and protocols for local and national events.

4. Financial, Operational and Administrative Services

The Financial Administration Division provides financial management and advisory services to various departments/divisions within the corporate structure (OEC, the Department of Finance, the Public Service Commission and the Consolidated Fund Services). Responsibilities include the provision of financial, accounting, financial reporting, budgeting, and general operations services to the designated departments/divisions. The division also ensures that all employees are informed of departmental and general government guidelines and procedures relating to the above services.

VALUES

In fulfilling its responsibilities, the OEC fosters an organizational culture based on respect for the public and the democratic process through the promotion of the following five core values:

Leadership	Each individual leads by example and takes the initiative to collaborate with others to achieve objectives.
Accountability	Each individual takes personal responsibility for the quality and timeliness of their work.

Respect	Each individual is considerate, fair and recognizes the important contributions made by each member of our diverse organization.
Innovation	Each individual seeks out and welcomes opportunities to do our work better and more efficiently.
Integrity	Each individual is honest and conducts themselves impartially in a manner befitting their role in a professional public service.

VISION

A vision statement describes the ideal state an organization is striving to achieve in the long term. The vision of the OEC is based on the overarching goal of excellence in the public service, driven by accountability and innovation.

The vision of the Office of the Executive Council is of an accountable, innovative government demonstrating public service excellence.

MISSION

By March 31, 2017, the Office of the Executive Council will have improved the capacity of the public service to effectively manage the public sector in support of the implementation of government's agenda.

REPORT ON PERFORMANCE

In each of the four priority issues reported on below, a three-year summary of achievements is provided for each goal for April 1, 2011 to March 31, 2014 followed by reporting on objectives for April 1, 2013 to March 31, 2014.

Issue 1: Public Sector Excellence

The OEC is responsible for leading the overall management of the provincial public service and for advancing efforts in support of excellence in public sector management. OEC committed in its 2011-14 Activity Plan to devise and implement a benchmarking framework that would measure government's achievements in public sector management against other jurisdictions. This past year, a framework for evaluating public sector management based on organizational and client service satisfaction was developed. Using existing data measuring organizational and client service satisfaction via attitudinal surveys, the framework provides both internal and external measurements by which the OEC can compare public sector performance to other Canadian jurisdictions. A summary report on performance was developed and presented to executive in 2013-14. Moving forward, the intent will be to develop a summary report providing analysis and benchmarking results when new data becomes available. This can in turn be used to aid in decision-making processes in the management of the public service.

Goal: By 2014, the Office of the Executive Council will have implemented a framework for managing public sector excellence through performance benchmarking.

Measure: Implemented a framework for managing public sector excellence

Indicators	Accomplishments
Completed environment scan of other benchmarking initiatives	A cross-jurisdictional review of public sector benchmarking initiatives was carried out in 2011-12 and a summary report was compiled. The key finding of this research was that most jurisdictions are actively benchmarking human resources and workforce data, as well as information about employee satisfaction levels. In part, this information is used to track changes in human resource demographics, the levels to which public servants are engaged in the work that they do, and to determine the

	need for new or revised strategic human resource programs. The Government of Newfoundland and Labrador conducts similar data analysis and participates in cross-jurisdictional working groups to further benchmark practices in these areas. Progressive human resource planning and management is an important measure of public sector performance and is one indicator of good governance and increased accountability. The Institute for Citizen-Centred Services' Citizens First survey was also identified as a source of information regarding citizens' satisfaction with and expectations of all levels of public sector service delivery. As the survey includes data from all provinces and territories, the data provides an opportunity to compare performance overall to other Canadian jurisdictions with respect to citizens' satisfaction with and expectations of public sector service delivery.
Identified and collected comparable performance measures across jurisdictions	The most recent Work Environment Survey, administered by the Human Resource Secretariat (HRS), was reviewed and compared to other Canadian provinces and territories by means of inter-jurisdictional averages. The information pertaining to organizational satisfaction helps benchmark the internal performance of the public sector to other Canadian jurisdictions. The most recent Citizen First survey (*Citizens First 6*) was also reviewed and data extracted and analyzed as an external measure of high quality service. Both of these sources of performance measure information serve as benchmarks of public sector excellence that are comparable across Canadian jurisdictions.
Developed framework	The framework for benchmarking the performance of the public sector by means of comparison to other jurisdictions was developed on the two key measures of public sector excellence – organizational satisfaction and citizen service satisfaction. When new data is released via the data sources mentioned above, the data will be collected and analyzed to identify how the Government of Newfoundland and Labrador's public service is performing. The results will provide a means by which the performance of the public sector can be benchmarked to other jurisdictions and encourage further work to achieve the highest standard of excellence.

Objective 2013-14: By March 31, 2014, the Office of the Executive Council will have implemented the evaluation framework.

Measure: Implemented the evaluation framework

Indicators	Accomplishments
Prepared framework for final approval	In 2013-14, the OEC worked towards finalizing the framework for managing public sector excellence through performance benchmarking. It was determined that existing data can be compared in order to benchmark public service excellence: the Work Environment Survey administered by the Human Resource Secretariat and the Institute for Citizen-Centred Services' *Citizens First* survey could be used to effectively benchmark public sector performance. These two measures (measuring employee satisfaction and citizen service satisfaction) are not only comparable to other Canadian provinces and territories, but have been shown to be positively correlated. By using these two measures, public sector excellence can be benchmarked.
Prepared implementation plan for framework	Given the nature of the framework that was developed, an implementation plan was not required. Existing data sources were identified therefore eliminating the need for an implementation plan.

Implemented framework	Using the framework, a review of these two key measures of public sector excellence showed that the public service in Newfoundland and Labrador is performing on par with or better than national averages with respect to citizen service satisfaction and organizational satisfaction. The data reviewed further corroborates findings of other research that there is potentially a correlation between organizational and client service satisfaction. The relationship between these two measures is important to explore in the management of the public sector, particularly if one considers that improving staff satisfaction can impact client service.

Issue 2: Evaluation

Government is regularly asked to introduce or expand policies and programs to benefit citizens. Decision-makers need reliable information to ensure that policies are effective and programs being delivered are doing what they were intended to do and are doing it in a fiscally responsible way. Over the 2011-2014 planning period the OEC led the implementation of the new Policy on Evaluation, which supports government's strategic direction relating to the ongoing improvement of good governance and program effectiveness and efficiency. The Policy also supports the development of evaluation knowledge and skills within the public service, which are critical to creating a consistent and effective approach to evaluation across government and the provision of innovative solutions.

With the implementation of the Policy on Evaluation, OEC has provided a framework to strengthen evaluation practices across government. Departments and select government entities now have a formalized annual process to develop and report on their evaluation-related commitments and must incorporate plans for performance monitoring and evaluation when they seek approval for new programs and services. They also have a centralized agency, the Policy Innovation and Accountability Office of OEC, to provide resources to support and facilitate their evaluation related activities.

Goal: By 2014, the Office of the Executive Council will have established government-wide evaluation practices to strengthen evidence-based decision-making that improves the efficiency and effectiveness of policies and programs.

Measure: Established evaluation practices

Indicators	Accomplishments
Implemented evaluation policy	On July 1, 2011, OEC implemented the Policy on Evaluation. Requirements under the Policy include the development of departmental evaluation plans and the development of accountability frameworks for new programs and services to support performance monitoring and future evaluation activities. OEC also worked with and supported departments and select government entities to ensure they were able to meet their commitments under the Policy (as detailed in indicators below). This support further enabled departments to develop evidence to support policies, programs and services.
Enhanced evaluation capacity within the public service	As part of government's broader Policy Forum (i.e., a three-day training event for policy professionals held at various times throughout 2010 to 2013), OEC developed a half-day training module on the Policy on Evaluation. This module provided in-depth training on the requirements of the Policy, including guidance in the development of departmental evaluation plans and accountability frameworks. To further support departments in meeting their commitments under the Policy on Evaluation, OEC developed two detailed guides: (1) Developing Risk-Based Departmental Evaluation Plans and (2) Developing an Accountability Framework. To aid in the development of evaluation plans, an online Risk Assessment Tool was developed to ensure certain criteria (e.g., budget, commitment previously made) was

	taken into consideration when determining if a program/policy should be evaluated. OEC also worked with the Canadian Evaluation Society (CES) to promote and facilitate various training opportunities across government and worked with the Human Resource Secretariat to ensure that evaluation was incorporated into the Competency Framework for Policy Professionals, a tool used to direct professional development for policy professionals throughout government. Evaluation capacity has been enhanced through the introduction of the NL Policy Model, which deals extensively with evaluation as an integral part of the policy process. Through the Model, policy practitioners are able to access government's Policy on Evaluation and resources such as frameworks, templates and checklists designed to ensure consistency of practice. The Policy Excellence Newsletter (PEN) has also afforded the OEC opportunities to link practitioners to a variety of instructional resources on evaluation. Notably, evaluation was the theme of the September 2013 edition of the PEN, which featured articles on program evaluation from internal and external partners, and provided a means to circulate a survey to assess evaluation capacity and the ongoing training needs of policy professionals. As a result of the various supports provided, OEC has effectively enhanced evaluation understanding and capacity within the public service.
Developed a government-wide evaluation plan	The OEC developed a government-wide Evaluation Plan for 2012-13, which included centralized activities, as well as activities with government-wide scope (e.g. horizontal initiatives), but led by individual departments. For 2013-14, after conducting a review of progress made on departmental evaluation activities, a number of potential commitments were identified as having Government-wide relevance and application. These commitments were captured as part of the OEC Evaluation Plan for 2013-14, rather than presented as a separate evaluation plan.
Facilitated performance monitoring and evaluation activities of departments	With the introduction of the new Policy on Evaluation, the role of the OEC was to work collaboratively with departments to facilitate the development of guides, templates and accountability frameworks required to accompany proposals for new programs and services. The OEC provided individual consultations, training sessions and workshops related to the development of accountability frameworks. The OEC also worked with various departments in the development of evaluation frameworks to guide evaluation implementation for significant initiatives, including participating in evaluation-related steering committees. In 2012-13, OEC reviewed and analyzed a total of 29 single and multi-year Departmental Evaluation Plans. This was the first set of plans developed as required under the Policy on Evaluation. The 29 plans contained a total of 172 evaluation-related activities, including 57 evaluations, 34 accountability frameworks, 17 evaluation frameworks and 64 other evaluation-related activities such as program monitoring or capacity building. Details on evaluation plans in 2013-14 can be found below.

Objective 2013-14: By March 31, 2014, the Office of the Executive Council will have finalized implementation of the evaluation policy.

Measure: Finalized implementation of the evaluation policy

Indicators	Accomplishments
Reviewed 2013-14 departmental evaluation plans	In 2013-14 OEC reviewed and analyzed a total of 18 new Departmental Evaluation Plans (10 additional evaluation plans submitted in 2012-13 were multi-year plans and required only an update on activities in 2013-14). The 18 new plans contained 71 commitments, including 21 evaluations, five accountability frameworks, eight evaluation plans, and 13 reviews. The other activities cover a range of evaluation activities including data collection, program monitoring and research.
Reviewed formal evaluations occurring across government	As part of its broader review of the Policy on Evaluation and Regulatory Reform Initiative, OEC reviewed a sample of formal evaluation reports completed by departments. Based on this review, the OEC will work to further opportunities to enhance departmental capacity to conduct evaluations.
Identified ongoing departmental evaluation capacity needs	In Fall 2013, OEC conducted targeted consultations with departments and distributed a discussion paper on regulatory reform and the Policy on Evaluation (including potential issues related to evaluation capacity) to all departments. The information from this consultation was complemented by results from an October 2013 Canadian Evaluation Society – NL Chapter (CES-NL) evaluation training survey. The survey was developed in consultation with OEC and promoted through emails to policy staff. One key area identified in both the consultations and the survey was training specifically related to how to effectively plan evaluations. To address this need, OEC began discussions with CES-NL regarding the development of a customized evaluation planning training module with plans for delivery in 2014-15.

Issue 3: Planning and Coordination

As a central agency, the OEC has a clear role to play in promoting effective policy coordination across the public service. Innovation in public sector management is supported by the ability of the public service to work together across departments. The OEC provides leadership to advance government's capacity to work horizontally by supporting the coordination of corporate strategies and initiatives and by promoting a cross departmental and cross-functional approach to planning and policy development. Improved coordination supports the avoidance of unnecessary costs and can improve efficiencies by supporting inter-departmental cooperation.

For the duration of the planning cycle, the OEC worked to improve planning and coordination across government. To identify ways to support the management of horizontal policy initiatives, extensive research was completed resulting in the development of a set of resources to assist policy practitioners. Review of cross-functional and administrative processes were undertaken with the intent of identifying options for enhanced efficiency and effectiveness. Finally, various improvements for the management of information within the OEC structure have not only improved planning and coordination internally, but throughout government via the improved management of Cabinet records.

Goal: By 2014, the Office of the Executive Council will have enhanced cross-functional planning processes and coordination of government-wide initiatives.

Measure: Enhanced planning processes and coordination

Indicators	Accomplishments
Completed the review and made recommendations on a revised framework for horizontal policy management	During 2011-12, OEC completed an assessment of horizontal policy development within the provincial public service. This included an inventory of current horizontal planning and decision-making practices, an extensive literature review to identify best practices, a jurisdictional survey to determine approaches in other jurisdictions, and a series of interviews with senior government executives and other officials. Based on this analysis, it was determined that no one-size-fits-all model for horizontal policy management was appropriate given that horizontal initiatives vary substantially in their scope and intent. In 2012-2013, insights and best practices on horizontal policy development and horizontal initiatives were identified for the consideration of policy professionals across government. Resources have been made available as part of the NL Policy Model, accessible to officials on the PolicyNL Marketplace. Policy Innovation and Accountability Office staff are available to provide advice to departments and agencies on these subjects.
Implemented priority options for enhanced efficiency and effectiveness of cross-functional and government-wide administrative processes	During 2011-14, OEC conducted a series of reviews to examine efficiency and effectiveness of cross-functional and government-wide administrative processes. In 2011-12, Cabinet Secretariat coordinated a structure review of internal procedures and processes. In 2012-13, further cross-departmental studies were undertaken to examine opportunities for cost savings. As a result, in 2013-14, several of these areas (e.g., printing, travel, light vehicle, and purchase cards) were considered in further detail, on a larger scale and implemented across additional entities through the work undertaken through the Strategic Procurement Project within the Government Purchasing Agency. For further details on the Strategic Procurement Project, please review the 2013-14 Annual Report for the Government Purchasing Agency.
Improved management of information	Information management (IM) consists of a program of acceptable practices and processes associated with the creation, classification, retention, storage, maintenance, retrieval, preservation, protection, disposal and transfer of government records. This includes managing the records that Cabinet Secretariat produces as well as establishing and promoting acceptable recordkeeping practices for departments across government for Cabinet Submissions and related records. Initiatives in the past three years have significantly improved information management within OEC and across the Provincial Government, and are vital to enhancing government's overall planning and coordination. An Information Management Capacity Assessment (IMCAT) conducted of OEC in 2011-12 resulted in an IM Action Plan: a three-year roadmap of capacity improvements to meet legislative and operational obligations and create a sustainable IM program. Progress has been made as follows: • IM Governance was improved through formation of an IM Unit within Cabinet Secretariat, which provides strategic direction and advice on IM matters to all divisions within Executive Council. • Divisions within OEC have made progress towards developing their IM program, in particular in designing a classification system for operational records. One such classification system was developed and implemented at

	the Policy Innovation and Accountability Office, while exploratory meetings and presentations have occurred with four additional divisions. • Cabinet Secretariat implemented a secure IT solution for document sharing across the Provincial Government which facilitates cross-departmental collaboration and is the submission portal for documents to Cabinet Secretariat. In the process, records management practices of Cabinet-related documents have been clarified for departments and efficiencies have been found related to the use of electronic format versus paper documents. • Various employee supports have been introduced over the planning cycle to ensure staff are knowledgeable and equipped to effectively manage information (e.g., IM orientation program for new staff at Cabinet Secretariat, policies and procedures have been documented and centralized in one electronic location, targeted education and awareness sessions have been provided on IM practices).

Objective 2013-14: By March 31, 2014, the Office of the Executive Council will have enhanced planning and coordination efforts for effective and efficient implementation of government's agenda.

Measure: Enhanced planning and coordination efforts

Indicators	Accomplishments
Developed records retention and disposal schedules	A draft Records Retention and Disposal Schedule (RRDS) was developed for Cabinet Secretariat which is a cyclical process for identifying, classifying, using and transferring semi-active and/or inactive materials to storage for a period of time, as well as identifying appropriate timeframes to dispose of records. The RRDS was developed through consultations with stakeholders as well as a scan of practices in other jurisdictions.
Completed review of OEC support for evaluation, regulatory reform, policy capacity, and planning and reporting to ensure alignment	Effective April 1, 2013, the functions of the Provincial Government Programs Office, the Regulatory Reform Office of Service NL, the Policy Capacity Division of Cabinet Secretariat, and the Transparency and Accountability Office were integrated into the Policy Innovation and Accountability Office It was determined that these lines of business were appropriate for consolidation because of their complementarity in that all aligned with continuous improvement principles and pursued common objectives in the areas of performance measurement. During 2013-14, OEC implemented this integration and commenced a subsequent detailed review of regulatory reform and evaluation, which examined ways to take advantage of the consolidation by simultaneously streamlining and enhancing related planning and reporting requirements to achieve both increased administrative efficiencies and effectiveness of the processes. This review included targeted consultations with departments and the distribution of a discussion paper on regulatory reform and the Policy on Evaluation to all departments.
Completed review of process for ensuring strategic/business/activity plans are aligned with Government priorities	One of the key legislated considerations in planning under the *Transparency and Accountability Act* are the strategic directions of government, which are reflective of government's public commitments. This ensures that government's overall priorities are reflected in planning. In 2013-14, the Policy Innovation and Accountability Office reviewed the process by which these strategic directions had been developed and considered how they should optimally be developed going forward. As a result of this review, it was determined that for the 2014-17 planning cycle, departments should continue to take the lead in identifying strategic directions applicable to a minister's

	portfolio; however, the Policy Innovation and Accountability Office would engage departments early in the process and offer comprehensive advice to ensure that strategic directions conform to the Act and policies as intended.

Issue 4: Capacity Enhancement

The core function of the OEC is to provide corporate leadership to government departments and agencies. A key element of this role is ensuring that the public service has the knowledge, capabilities and tools for effective decision-making and public sector management. Government must have the capacity to be innovative in identifying emerging needs and determining policy requirements as circumstances change.

Over the past three years the OEC continued its efforts to further develop government's policy community and expand opportunities for networking, research, information sharing, professional development, and executive development. Additionally, in partnership with the Human Resource Secretariat, the OEC led new initiatives aimed at improved executive and staff engagement and accountability through more effective mechanisms for work planning and performance management in support of government's agenda. Combined with the other capacity enhancement measures noted above, these initiatives have helped position the public service for excellence in the provision of policy advice and in the delivery of programs and services.

Goal: By 2014, the Office of the Executive Council will have enhanced capacity for policy development and public sector management.

Measure: Enhanced capacity for policy development and public sector management

Indicators	Accomplishments
Led initiatives towards enhanced policy capacity	During the 2011-14 planning cycle, the OEC led a number of initiatives aimed at increasing government's policy capacity. Much of the OEC's work toward enhanced policy capacity focused on supporting policy practitioners who contribute to government decision making by researching policy issues, consulting with numerous government and external stakeholders, preparing policy documents, and by implementing and evaluating government programs. The work of policy practitioners also extends to numerous government accountability mechanisms, particularly to those concerning planning and reporting for government departments and public entities and regulatory reform. A key accomplishment in 2012 was the establishment of PolicyNL, a policy community of practice, which promotes networking, resource sharing and collaboration among policy professionals. To date, PolicyNL has a membership base exceeding 500 policy practitioners, primarily provincial government employees but with membership and active participation from federal and municipal governments, academia and the community sector. Under the PolicyNL banner a number of successful initiatives have been launched including a website (www.policynl.ca); the PolicyNL Marketplace (a policy intranet for networking and resource-sharing) numerous large and small-scaled policy/public administration events; and the Policy Excellence Newsletter which is issued to all members quarterly. PolicyNL also maintains a social networking presence through Twitter and LinkedIn. Government's policy capacity was also enhanced by the development of the NL Policy Model, a comprehensive policy resource, which is described further in the report in

	the 2013-14 Objective below. The OEC also led an executive interdepartmental steering committee whose strategic initiative was to ensure Aboriginal consideration in the development of government wide policy and multi-departmental priorities. The OEC also developed and delivered Aboriginal awareness training to departmental executives.
Engaged with Memorial University to identify opportunities to conduct research in support of government's policy agenda and encourage the development of programming in public policy	With the discontinuation of Memorial University's Certificate in Public Administration in 2013 and in the absence of a graduate level public policy program, the OEC engaged with Memorial University in planning around academic foundations for policy professionals. Specifically, the OEC has participated in ongoing exploratory discussions regarding the ongoing feasibility of alternative offerings through the Faculty of Arts by providing feedback on possible program content and delivery. In support of enhanced learning opportunities for policy practitioners, the OEC (and its partners at the Centre for Learning and Development) also engaged with Memorial to develop and deliver two policy courses, *Public Policy: Theoretically Speaking*, an introduction to public policy, and *The Dynamics of Public Policy*, a seminar based course to explore the specific theory and examine nuances associated with policy development. (Also see 2013-14 Objective, indicator 5 below) Discussions were also held with representatives of the Harris Centre around improved linkages between the academic community and government policy professionals to better inform policy making. Through PolicyNL and in partnership with The Institute of Public Administration of Canada, the OEC also engaged with Memorial University by inviting Dr. Wade Locke of Memorial University's Economics Department to present on the aims of the Collaborative Applied Research in Economics (CARE) which promotes applied research in the interest of improving knowledge capital concerning economies and social impacts.
Provided leadership for strengthened organizational and management capacity	The OEC recognizes that strengthening organizational and management capacity is strategically important to a more engaged public service and, ultimately benefits the people of the province through continued excellence in service delivery. From 2011-2014, the OEC led a number of initiatives related to strengthening organizational and management capacity, including onboarding and mentoring for any new Executive members, directing the preparation of individual learning plans for all Executives, as well as arranging weekly meetings of Deputy Ministers and monthly meetings of Associate and Assistant Deputy Ministers and Executive Directors. The OEC also organized several Executive Speaker Series events focused on leadership and management development topics, and facilitated other learning and development activities for Deputy Ministers and Assistant Deputy Ministers based on common areas of interest as identified in the individual learning plans.
Implemented enhanced executive development processes	Executive Development processes were enhanced through the implementation of the Performance Management Program Framework and Guidelines for Deputy Ministers. This program provides a more coherent approach to performance management by facilitating the alignment of strategic government and departmental priorities and constructive evaluation of Deputy Minister responsibilities through the performance contract process. The framework is built on the principles of respect and fairness

	recognizing that employees are entitled to a clear idea of what is expected of them, feedback concerning their performance, and learning and development opportunities to help them improve their performance. Additionally, the performance management process also incorporates executive accountability for departmental leadership and financial responsibilities, and human resource management. Deputy Ministers were also directed by the OEC to implement a performance management system with their senior management (executives and directors), including a formal agreement which incorporates substantive business priorities and professional development goals. This combination of goal alignment and continuous learning facilitates enhanced executive development.

Objective 2013-14: By March 31, 2014, the Office of the Executive Council will have facilitated improved organizational capacity for effective public sector management and implementation of government's agenda.

Measure: Facilitated improved organizational capacity

Indicator	Action Taken
Launched the NL Policy Model	The NL Policy Model, a professional standard for policy development, was developed by the OEC in collaboration with departmental partners and is accessible to all government policy practitioners through the PolicyNL Marketplace. To introduce the Model, five café-style information sessions were held between November 2013 and January 2014 with a total of 148 policy staff attending. These sessions also provided a forum for discussion around key components of the NL Policy Model such as Consultation and Engagement, Financial Considerations and Research and Analysis.
Prepared a strategy and evaluation framework for PolicyNL	A two-year action plan was prepared as a strategy for moving PolicyNL forward from 2014-15 to 2016-17. The Plan has been subsequently reviewed by a committee representing PolicyNL partners and by government policy directors and is currently available to all members of PolicyNL on the PolicyNL Marketplace. An accountability framework which includes measures for monitoring and evaluation was also prepared in 2013-14.
Finalized an online networking platform for PolicyNL	The PolicyNL Marketplace was finalized and launched in April 2013. This online networking platform provides a virtual meeting space where members can create professional profiles of their skills and interests, get news of events, and share resources in order to connect with each other in their policy work. This platform holds tremendous potential to provide ongoing support to policy professionals by ensuring the availability of current resources (e.g., guidelines and templates) and information concerning standards of practice, which are key aspects of improving government's policy capacity.
Implemented performance measurement system for all Government executive and senior management	In 2013-2014, the OEC directed all core government Deputy Ministers and equivalents to implement a performance management system with their senior management (executives and directors), including a written agreement which incorporates substantive business priorities and professional development goals. This combination of goal alignment and continuous learning facilitates enhanced executive development. The OEC also provided templates of its own performance management program (COM3) for departments to use or modify if they required, though departments were also free to develop their own performance management systems so long as they met the established criteria.

Indicator	Action Taken
Reviewed organizational development initiatives for alignment with ongoing efforts to develop policy capacity	Organizational development initiatives underwent a critical review to ensure that new learning opportunities are made available to build on existing knowledge and more effectively align with current priorities and future objectives. As a result new approaches were implemented to transition beyond the classroom-based Policy Forum, which has been successfully completed by more than 350 government policy practitioners. The introduction of the NL Policy Model represented a significant capacity building achievement for the OEC in 2013, and necessitated the delivery of information workshops to government's policy community of practice. Five Policy Model Cafés were held to introduce practitioners to critical elements of the Model. This was accomplished using in-house expertise from within our community of practice which allowed for the dissemination of information and served to introduce participants to key agencies and resource people within government's policy network. Additionally, two policy courses were developed and delivered in conjunction with government's Centre for Learning and Development (CLD) and the Gardiner Centre and the Department of Political Science at Memorial University. These courses, *Public Policy: Theoretically Speaking* (1 day) and The *Dynamics of Public Policy* (2 days) addressed the need for varying levels of understanding about public policy development. These courses are currently being evaluated to ensure that they contribute to capacity building in a meaningful way. Moving forward, government will pilot introductory policy modules through the CLD's online delivery portal, PS Access, so that those new to the policy function will be afforded the fundamental information previously available through the Policy Forum. In the short term this will include the Essentials of Policy Development and Briefing Notes modules and a tentative plan to put the NL Community Accounts module online. Modules concerning government's Policy on Evaluation and Regulatory Reform may also be modified following an internal review of those processes.

HIGHLIGHTS AND ACCOMPLISHMENTS

Public Service Award of Excellence

Each year, the Clerk of the Executive Council awards individuals and teams with the Public Service Award of Excellence during Public Service Week. Employees of any department or central agency of government are eligible for this award via peer-nomination and it is the highest honour an employee can receive from the Government of Newfoundland and Labrador. This award highlights excellence and outstanding job performance at both individual and team levels. It celebrates the exceptional work, commitment and creativity of employees who are making a notable contribution to the people of Newfoundland and Labrador. Recipients of the Public Service Award of Excellence are selected by a committee made up of persons who are familiar with, but outside of, the public service. This year five individuals and three teams were selected to receive the Public Service Award of Excellence as listed below.

Individuals:

- Brian Brazil - Natural Resources
- Weston Hunt - Transportation and Works
- Christine Osmond - Child, Youth and Family Services
- Sharon Porter-Trask - Environment and Conservation
- Richard St. Croix - Natural Resources

Teams:

- Bay Roberts Garage Team - Jerry Bowering, Bruce Crocker, David Croke, Edwin Dawe, Ryan Doyle, Glenn Drover, Blair Noel, Rick White, Tony Woodford - Transportation and Works
- Geological Survey Promotions Team – Sean O'Brien, Phillip Saunders, Carolina Valverde-Cardenas - Natural Resources
- Nunatsiavut Housing Needs Assessment Team - Brian Harvey, Joseph Joy, Brad Lawrence, Darryl Maddigan, Janice Mayo, Robert Piccott, April Traverse – Interdepartmental

Recipients of the 2014 Public Service Award of Excellence
Seated L-R: Carolina Valverde-Cardenas, Phillip Saunders, April Traverse, Honourable Tom Marshall - Premier of Newfoundland and Labrador, Julia Mullaley - Clerk of the Executive Council, Brian Harvey, Sharon Porter-Trask;
Middle Row L-R: Richard St. Croix, Christine Osmond, Brian Brazil, Sean O'Brien, Janice Mayo, Darryl Maddigan;
Back Row L-R: Jerry Bowering, Blair Noel, Tony Woodford, Robert Piccott, Weston Hunt, Joseph Joy, Rick White, Glenn Drover, David Croke;
Missing from Photo: Bruce Crocker, Edwin Dawe, Ryan Doyle, Brad Lawrence.

Protocol Office

In 2013-14, the Protocol Office coordinated a number of diplomatic and consular visits, including visits from:

- H.E. Konstantin Zhigalov , Ambassador of Kazakhstan
- Mr. Joel Lion, Consul General of Israel
- Mr. Vincent Hommeril, Consul General of France
- H.E. Zenon Kosiniak-Kamysz , Ambassador of Poland
- H.E. Teppo Tauriainen, Ambassador of Sweden
- Mr. Francisco del Rio, Consul General of Mexico
- H.E. Werner Wnendt , Ambassador of Germany
- Mr. Donghwan Choi, Consul General of the Republic of Korea
- Mr. Richard Riley, Consul General of the Unites States of America
- H.E. Mona Brother, Ambassador of Norway
- H.E. Dr. László Pordány, Ambassador of Hungary

Non-diplomatic visits were also coordinated for Hon. John P. McDonough, Secretary of State, Maryland (USA); and a delegation of Norwegian Parliamentarians.

Further accomplishments include the coordination of 34 Award for Bravery certificates and medals for presentation, coordination of the 11th call for nominations for the Order of Newfoundland and Labrador and the installation of new inductees; receiving, acknowledging and forwarding Newfoundland Volunteer War Service Medals; and conducting 188 tours of the House of Assembly.

Establishment of the Lieutenant Governor

In 2013-14, Their Honours, the Honourable Frank F. Fagan, and Mrs. Patricia Fagan, participated in over 275 ceremonies and events. These included presiding over and hosting: the 2014 Order of Newfoundland and Labrador Induction Ceremony; presenting numerous awards and service recognition certificates to members of community and public service organizations; hosting dinners in honour of the Royal Newfoundland Constabulary and the 2013 and 2014 Honorary Graduates of Memorial University of Newfoundland; dozens of visits to communities throughout Newfoundland and Labrador to attend cultural events and honour the work of volunteers; officiating at swearing-in ceremonies for the Premier, three Members of the House of Assembly and Members of Cabinet; hosting courtesy visits with Ambassadors, Consul Generals and members of the military; hosting several events honouring the work of young people such as Scouts, Girl Guides, Allied Youth, UROCK Award winners, cadet groups, and the Youth Parliament; and, participating in several events surrounding the preparations for the provincial 100th Anniversary commemorations of Newfoundland and Labrador's role in the Great War. Their Honours' work at Government House and throughout the province is supported by over 40 volunteer Aides-de-Camp and four volunteer tour guides. Further details on the activities of The Lieutenant Governor and Government House may be found online at www.govhouse.nl.ca.

Public Performance-Based Planning and Reporting

In accordance with the *Transparency and Accountability Act,* the Policy Innovation and Accountability Office continued to support government departments and public bodies in their planning and reporting activities. Over 2013-14, the office supported the development, review and tabling of 137 annual reports. In addition, the office also provided extensive supports for a variety of government departments and public bodies in the development of multi-year performance-based planning for 2014-17 in accordance with the *Transparency and Accountability Act*. Planning supports included facilitating planning sessions, preparation of resources to guide the planning process, and preliminary feedback on plan development. This work supported government's strategic direction of continuing to improve transparency and accountability of government entities through multi-year performance-based planning and annual performance reporting, ensuring that government entities are communicating their planning and achievements to the public.

Proactive and Early Release of Information

In April 2013, government announced that Orders in Council would be made available online via a searchable online database. An Order in Council is a directive issued by the Lieutenant Governor on the advice of Cabinet authorizing certain actions, including implementing a policy decision; and, implementing an administrative decision beyond the sole authority of a minister. Although Orders in Council have always been available to the public, by request, through Cabinet Secretariat, the introduction of a searchable online database enables greater public access, is in line with the Open Government Initiative, and demonstrates progress towards government's strategic direction to continue improved transparency and accountability through the proactive and early release of information.

Communications

The Communications Branch of the OEC led a number of key initiatives in 2013-14:

- Social Media Policy and Guidelines were developed and shared with Government of Newfoundland and Labrador employees to assist with the use of social media in the workplace.
- The GovNL Twitter account continued to be used to provide timely information about Provincial Government policies, programs, services and initiatives. During 2013-14, @GovNL Twitter followers increased about 50 per cent.
- Government's social media presence was increased with the addition of Flickr, which is a photo-sharing and hosting service with advanced features. Through Flickr, photos of many events have been made available, including Budget 2014, the Throne Speech, the Order of Newfoundland and Labrador and Public Service Award of Excellence ceremonies.
- The awareness campaign, "Innovation Lives Here", was developed and launched in partnership with the Department of Innovation, Business and Rural Development. Promoting innovative projects/work being done by industry, post-

secondary educational institutions and communities in Newfoundland and Labrador, the campaign includes six television ads, print advertising (newspaper and magazine), pop-up banners and a website.

- The Branch, in partnership with the Department of Natural Resources, worked on the development and production of a new trade show booth to promote Newfoundland and Labrador's oil and gas sector for use at the Offshore Technology Conference in Houston, Texas, the Offshore Northern Seas in Stavanger, Norway and the Offshore Europe in Aberdeen, Scotland.
- The awareness campaign, "Understanding Changes Everything", was developed and launched in partnership with the Department of Health and Community Services. The campaign helps raise awareness and reduce the stigma around mental illness and addiction. The campaign includes multiple television ads, print, digital and social media, collateral and a website.

OPPORTUNITIES AND CHALLENGES

Leadership of the Public Service

As the lead entity for the Province of Newfoundland and Labrador's public service, the OEC has an integral role in ensuring that the public service is equipped to respond to citizen expectations of government. This role carries challenges for the OEC with respect to supporting the performance and delivery of programs and services, transparency and accountability regarding governance and decision-making, and ensuring the public service has the capacity to respond to the rapidly changing reality in which government operates. In recognition of these challenges, the OEC's 2014-17 Activity Plan has identified plans to address policy capacity needs, to improve planning and coordination across government, and to better support governance of agencies, board, and commissions.

Continuous Improvement

To ensure the public service is operating in the most efficient manner, it is critical that governments strive to continuously improve their internal business processes. One continuous improvement methodology, often referred to as 'Lean' is now gaining momentum in public administration. Lean methodologies can be used to minimize waste and maximize value for departments and the public. The OEC is currently working with other government departments to explore opportunities to incorporate and expand Lean techniques into their business processes. These techniques complement the OEC's existing efforts in the areas of regulatory reform and evaluation, as these initiatives also focus on reducing regulatory burden, enhancing service delivery, and making business processes (including programs/services) more effective and efficient. In coming years, the OEC will aim to improve planning and coordination processes across government through the continued expansion of lean and through the development of policies that further streamline and refine existing processes.

Innovation

Demographic shifts, heightened citizen expectations, increased fiscal pressures, and environmental factors are presenting unprecedented challenges to governments around the world to find more effective and innovative solutions to increasingly complex social and economic problems. In this regard, the OEC has worked with various partners in recent years to foster dialogue and interaction aimed at strengthening innovation in the public service, for example in sessions held as part of the PolicyNL initiative as well as various events held for senior officials across government coordinated by the OEC. The OEC will continue to investigate and explore ways to incorporate innovation into the provincial government as well as its policies, programs and services in order to better serve the public.

Expenditures and revenue figures included in this document are based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidate Revenue Fund for Fiscal year Ended 31 March 2014 0unaudited0 and the Estimates 2014.

	Actual [3] $	Revised [4] $	Original [4] $
The Lieutenant Governor's Establishment			
Government House	734,773	746,800	636,800
Cabinet Secretariat			
Executive Support	5,379,439	5,439,900	1,742,300
Planning and Coordination	704,866	735,300	948,100
Economic and Social Policy Analysis	683,759	745,000	819,300
Protocol	221,736	231,200	284,300
Public Service Development	26,520	29,100	29,100
	7,016,320	**7,180,500**	**3,823,100**
Communications Branch	1,942,498	2,043,400	2,402,300
Financial Administration	1,020,628	1,041,800	960,100
Total: Office of the Executive Council	**10,714,219**	**11,012,500**	**7,822,300**

[3] Provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended March 31, 2014 (unaudited)
[4] Provided in the 2014 Estimates

APPENDIX A - NL Policy Model

The NL Policy Model represents a professional standard of practice for those engaging in policy development work within the Government of Newfoundland and Labrador. The Model exists in electronic format (via the PolicyNL Marketplace) which ensures that the information contained in the Model is current and that templates, guidelines and checklists can be quickly revised as necessary and instantly available to policy practitioners.